



Message from Our Chairman

Seeking to be a Valuable Entity Capturing the Changing Times and Continuing to Take on Challenges and Innovate

Representative Director and Chairman

Hiroo OKOSHI

Time to Innovate to Move to the Next Stage

Since its founding, Mabuchi Motor has been growing, flexibly capturing the changes of the times. We started with development of motors for toys and models. We then shifted our business to audio and video equipment and automotive products. We have been expanding our businesses by capitalizing on our strengths in making high quality products based on our standardization strategies, our unrivaled cost competitiveness and our ability to maintain a stable supply of products around the world. The accumulation of efforts throughout our history has laid our foundation. We are now in a phase of innovation to move to the next stage. Under the e-MOTO concept, we aim to provide many different motion solutions not only in the conventional standalone motor business but also in the control and unit areas. We are advancing efforts to expand our business fields mainly in the 3 M fields, mobility, machinery and medical. By driving this strategy, we seek to display the value of our technologies and products in more areas and to help realize a sustainable society and help all people achieve happiness.

Proactive Efforts to Drive Growth

The world today is very uncertain. In this situation, I feel it is vital that we have a proactive attitude of averting greater risks and taking on challenges, instead of taking a defensive posture. Currently, our policy is

actively engaged in mergers and acquisitions and form alliances with external parties to proactively use their knowledge and technologies to provide a broad array of motion solutions under the e-MOTO concept. We are working every day throughout the Group to address new issues. This includes the expansion of business into new fields and applications and the generation of synergy with companies that have newly joined the Group through mergers and acquisitions. Our ability to respond to change is developed through processes like this one. I believe that this ability will intensify our strengths, chiefly in standardization strategies, provide a driving force for future growth and help us achieve major things.

Our missions are to practically “continue and expand our contribution to the happiness of all stakeholders” as stated in our Long-Term Management Policy and to continue to serve society as a public institution in it in accordance with our Management Principle, “Contributing to International Society and Continuously Increasing our Contribution.” In Management Plan 2030, financial and non-financial indicators have been selected. It emphasizes initiatives for reducing CO₂ emissions and increasing energy efficiency through our products. We are carrying out these initiatives so that we continue to be a valuable entity to all stakeholders and can fulfill our duty to help establish a sustainable society. We will continue to capture the changes of the times and continue to take on challenges and innovate. We appreciate the continued support of our stakeholders.